

# Never Stop Taking on Challenges!

Daisuke Tsukagoshi

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**FAST RETAILING CO., LTD.**

**Group Senior Executive Officer & COO**

**UNIQLO CO., LTD. President & COO**

# UNIQLO Products/Activities in the Global News

## Strong customer support is boosting awareness of UNIQLO

- Customers greatly value UNIQLO products, services, and corporate activities.



Ranked No.2 in America's Best Retailers 2025



UNIQLO included in Kantar's BrandZ rankings (UK)



Won Top Graduate Employer Brands award for the 5<sup>th</sup> consecutive year on Mainland China's leading new graduate hiring platform



Voted No.1 apparel brand by Gen Z consumers (Australia)



Won Best Buzz Award for top branding activities (Philippines)



## Strong customer support is boosting awareness of UNIQLO

- We are witnessing the development of a virtuous cycle in which news generated by the frequent featuring of UNIQLO products in media boosts customer awareness and understanding on a daily basis, encouraging them to make purchases.



炎炎夏日，防晒衣市场乱象丛生：如何选择真正靠谱的防护“神器”？

央视网 2025年06月20日 21:15 北京 207人

☆ 星标

炎炎夏日，防晒衣已然成为人们在街头巷尾抵御紫外线的“必备神器”之一，电商平台上“UPF200+”“想黑都难”“高倍防晒”等宣传口号铺天盖地，收割着消费者的信任与钱包。然而，一场关于“防晒防线”的信任危机正在悄然蔓延——消费者花高价抢购的防护“神器”，很可能只是一块毫无科技含量的廉价“遮阳布”。一些无良商家用虚假数据蒙骗消费者，让所谓的“防晒黑科技”沦为场可笑的营销闹剧。



图说：优衣库等防晒衣吊牌上，标有GB/T 18830—2009国家标准

“防晒衣主要在于厚度、平整度和密度三个方面，越厚、越平整、织得越密的，理论上防晒效果越好。另外，应选耐水洗次数比较多的面料，最好能达到50次以上。”一位纺织领域的专家曾在公开报道里说。

虽然一些监管机构已给出清晰的选购指引，但消费者面对的依然是品牌混乱的市场。一些看似清晰的选购标准在实际操作中却面临着现实困境——不少消费者很难仅凭肉眼判断产品是否达标，只能转向品牌信任。



消费者留给防晒衣的信任不多了

第十三 虎嗅APP 2025年06月19日 22:42 北京



当“不防晒的防晒衣”上热搜第一，防晒衣消费热潮背后的隐忧也暴露无遗。

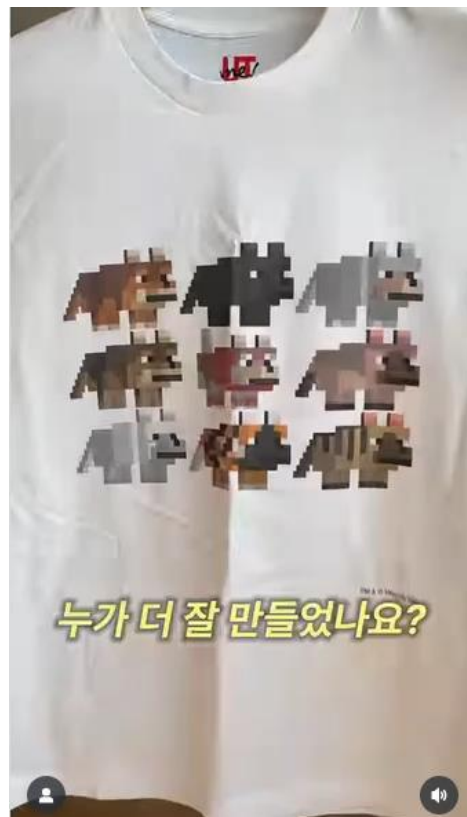
在央视镜头下，虚标紫外线防护系数“UPF100+”、用不合格的布料且随意出具检测报告等等，虚假宣传、以次充好的问题被一一揭开，随意定制防晒指数标识的三无防晒衣年销量高达30多万件，这些不合格的产品流入市场，让原本为了防晒而买的防晒衣，反而成了阳光下的“隐形陷阱”。



这不仅仅是衣服的质量问题，而是“伪科技”产品泛滥对消费者信任的系统性透支。

面对花里胡哨的概念包装、缺乏第三方验证的“自研技术”、模糊不清的功能标准时，每一次购买都像在赌博。消费者愤怒的背后是更深层的困惑：当“伪科技”的泡沫被戳破，什么样的科技产品才值得我们的信任？

China Central Television (CCTV) seal of approval for UNIQLO UV protection ranges and other products



South Korea: Customer social media posts go viral



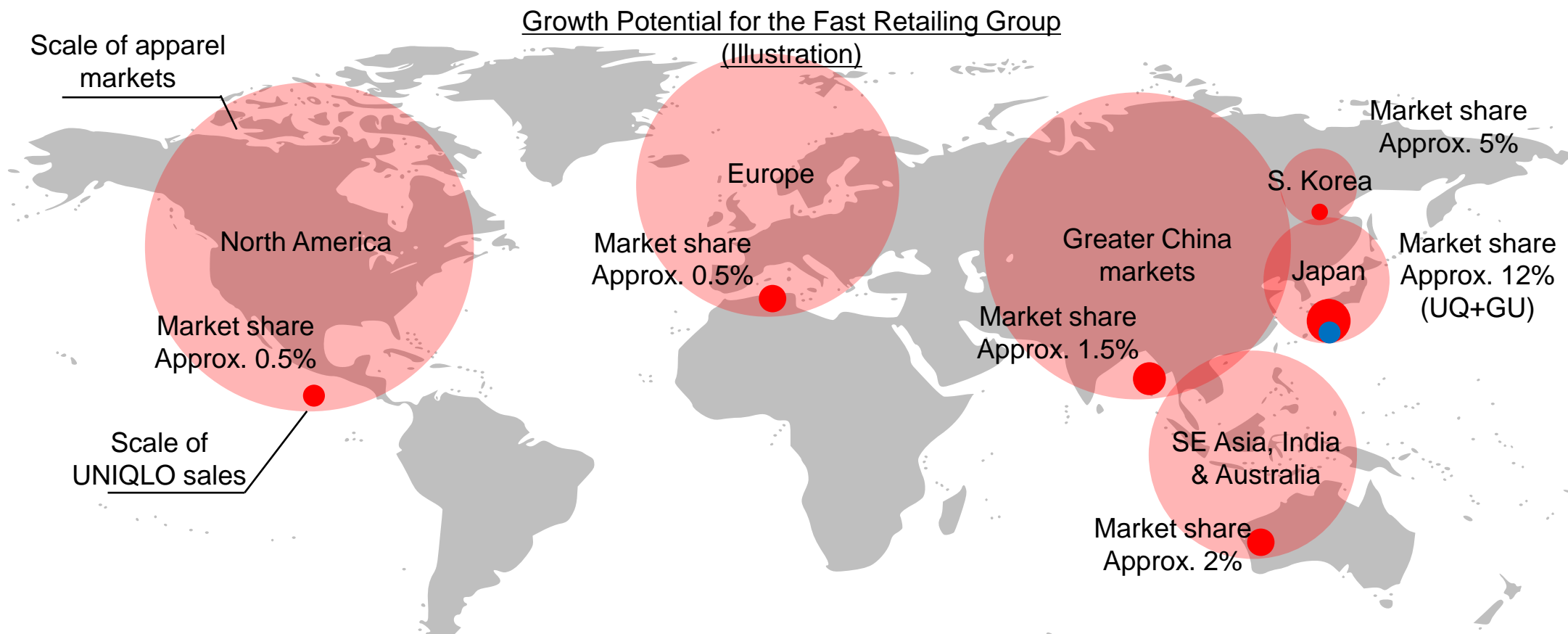
Europe: UNIQLO featured in multiple magazines, etc.



# Significant Potential for Further Growth

## Accelerating growth in every direction!!

- Actively invest in Japan, China, South Korea as pillar operations and North America, Europe, and the Southeast Asia, India & Australia region as growth markets.
- Huge potential for LifeWear, which boasts a market share of over 10% in Japan. LifeWear presence is still low in other markets. Great growth potential as affinity for LifeWear grows, attracting more fans.



# Consistent Flagship Store Opening Strategy

## High-quality store openings are driving growth

- Over 40 flagship stores in major cities globally showcase our branding, developing a strong local presence.
- Creating new high-quality stores that customers love in great locations with large sales floors that attract more visitors through active scrap and build and store renewal activities.
- These stores serve as showcases for UNIQLO and boost local UNIQLO store sales and e-commerce sales.
- Plan to open a string of flagship-class stores in FY2026 in places such as Umeda, Japan; Mira Place, Hong Kong; Frankfurt, Germany; Warsaw, Poland; and Chicago and San Francisco in the USA. Intend to continue to proactively open high-quality stores to drive growth going forward.

Top 3 Global Flagship Stores in Terms of Sales



UNIQLO Ginza store



UNIQLO Fifth Avenue store



UNIQLO Paris Opera store



# South Korea

UNIQLO LOTTE WORLD MALL store

## UNIQLO JAMSIL OPENING DAY



Life in JAMSIL. LifeWear UNIQLO



# UK

UNIQLO Coal Drops Yard store





# Belgium

UNIQLO Meir store  
(Opened September 25)

Welcome to  
**UNIQLO** Antwerp





# Mainland China

UNIQLO Changsha Heiwado store  
(Opened September 26)





# UNIQLO Japan: Revenue Tops 1 Trillion Yen

## Promote transformation as a leading Group pillar

- Achieve new phase of growth driven by *koten keiei* (independent store management).
  - ✓ Pursue independent store management in which each individual store addresses local customer needs
  - ✓ Thorough low-cost management
  - ✓ Develop products with value that customers can truly appreciate
- Japan is one of the most important markets driving the entire Fast Retailing Group.
  - ✓ Evolve independent store management and low-cost management practices. Secure stable sales growth and a high profit margin of 15% or higher
  - ✓ Give business and store managers trained in Japan global roles to raise overall standard of Group business





## Emphasize value and price from a customer perspective

### <Reform Pillars>

#### ① Realizing business that creates value

- ✓ Attracted over 13.5 million new UNIQLO members in the Mainland China market in FY2025. Over 40% of those young people aged 18-29
- ✓ Our string of new popular content for young people this year has greatly boosted new customer numbers
- ✓ Customers shared the product information that we posted on social media and appreciated our product value and prices. Posting of strongly featured items, such as Jersey Barrel Leg Pants and Baggy Curve Jeans, increased.
- ✓ Gained approx. 400,000 new EC customer numbers by launching a joint business with JD.com in September, which is strong in North China.



优衣库你太会做裤子啦! 梨形宝藏神裤



ootw 实用主义不露腿 一周弯刀裤穿搭不重样



随性flowfit 上身对比5条弯刀裤 弯刀神裤

Spreading UNIQLO product information tailored mainly for young people



Bag with embroidered panda motif only available in the UNIQLO Chengdu store



T-shirt collaboration with popular Changsha designers

## Steady progress on profitable store reforms

### ② Achieve finely tailored regional business by promoting independent store management

- ✓ Improve accuracy by ordering products exactly when they will sell in each region, develop sales plans for each store, incorporate local customer and employee feedback
- ✓ Improve discounting rate by continuing to build systems that directly link production and retail

### ③ Improve the quality of our stores

- ✓ Flagship stores opened in Wuhan, Xining, and Chengdu over the past one to two years, and the Changsha flagship opened on September 26, have enjoyed huge success, helping to boost UNIQLO regional branding and competitiveness
- ✓ Plan to continue opening flagship stores in major cities going forward
- ✓ Scrap and build policy on stores with low monthly sales progressing as planned. Monthly sales at stores that underwent the scrap and build process have increased by 1.5 times

### ④ Strengthen management talent

- ✓ Adapt corporate culture to encourage staff to actively challenge themselves
- ✓ Transfer Japan business leaders and store managers with deep understanding of UNIQLO business to China to teach local staff about our kind of business mindset and promote independent store management



# UNIQLO SE Asia, India & Australia: Huge Growth Potential

## Review business basics, aim to achieve rapid growth

- Double-digit revenue growth for four consecutive years since FY2022. Aim to achieve further rapid growth by strengthening our business platforms.
- Assign a CEO for Southeast Asia from September. Work on transforming operations by developing product lineups that are tailored to each individual region and transforming marketing, and store and EC operations.
- Sales expected to swiftly reach 100 billion yen in the Philippines and Thailand.
- Aim to achieve revenue of 100 billion yen in all Southeast Asian markets.
- Aim to achieve sales of 50 billion yen in India as soon as possible.

UNIQLO Orion Mall Brigade Gateway store opened in Bengaluru, India on August 29. Approximately 600 customers lined up in front of the store on opening day, and sales reached a record high for India over the first three days.



# UNIQLO Europe, N. America: Growing Affinity for LifeWear

## Aim to achieve 1 trillion yen sales in both Europe and USA

- Revenue increased by approx. 30-50% each year in the past 4 years in Europe and North America. Operation profit expanded by roughly 4 times.
- Affinity for our LifeWear concept is growing in the true sense. Aim for each operation to achieve 1 trillion yen in sales in the near future.
- We are promoting our flagship store strategy, enhancing product development inspired by customer feedback, transforming supply chains, and accelerating talent training in both Europe and North America.

### Europe:

- Plan to open stores in new cities (Munich, Frankfurt, Birmingham, Glasgow, and Bristol) in FY2026.
- Expect to see further EC growth as new store openings boost online sales by 2 or 3 times.
- Launched the company's biggest global automated warehouse in spring 2025 to achieve shorter lead times, efficient delivery, and a higher level of service. Plan to consistently expand warehousing systems in preparation for further business growth.





## Spark a UNIQLO boom in North America

### North America

- Enhance flagship store openings in major cities such as Chicago, San Francisco, New York, and Boston in FY2026.
- Accelerate new store openings in previously untapped cities to expand our business more widely, and capture similar synergistic benefits as in Texas, where popular newly opened stores also boosted EC sales.
- On the product front, the CEO of UNIQLO USA has been appointed head of global product development. Enhance the development of products originating from Europe and the USA that can be sold globally.
- Additional tariffs imposed by the USA government are an opportunity to further emphasize brand value and competitiveness by enhancing branding through flagship store openings, pursuing independent store management that is tailored to each individual community, and promoting structural reforms.
- Secure profit margins of 15% or higher by implementing low-cost management while also expanding sales.



# GU: Redefining Brand Fundamentals

## Set sights on global markets

- Redefining what the GU brand should be

**No.1 fashion brand among young people, amazing prices, attractive styling**

- No.1 fashion brand among young people: Offer products that facilitate new lifestyles that are appealing to young people, but that also appeal to customers of all ages with a strong sense of fashion.
- Amazing prices: That are a pleasant surprise for customers and enable everyone to freely enjoy fashion fun.
- Attractive styling: Propose seasonal product and style coordinations that customers will want to buy.
- Transform into a competitive brand in global markets, even while pursuing structural reforms.





# Global Brands: Promote Reforms for New Growth

## Establish firm brand positions for each label

- Pursue structural reforms and reinvigorate growth by clarifying brand positions for Theory, PLST, and Comptoir des Cotonniers operations within the Global Brands segment.
- Redefine the segment's central brand, Theory, from this Fall Winter season, and enhance branding and core product development.
- More than anything, ensure each brand can generate its own autonomous growth.
- Aim to meet a broad range of customer needs and achieve even greater growth through the combined development of these brands, as we have done at the UNIQLO TOKYO.



# People: Create Businessperson in All Markets

## Deepen pool of management talent around the world

- Created 10 global chief x officers (CxO) in FY2025. Actively selecting young people to deepen our pool of global management around the world.
- Have already established a way to develop excellent talent by encouraging select young people who have worked in the company for 3 to 5 years to experience working in another market, and constantly transferring, selecting, and training those young people on a global scale.
- Strengthening cooperation with top international universities. Building frameworks to ensure a consistent approach to future management candidates. Over 1,000 students joined the company globally between January and September 2025.



Taketo Nakanishi  
COO, UNIQLO Vietnam



Sindhura Sarikonda  
Executive Officer,  
Manager of Global Digital Commerce



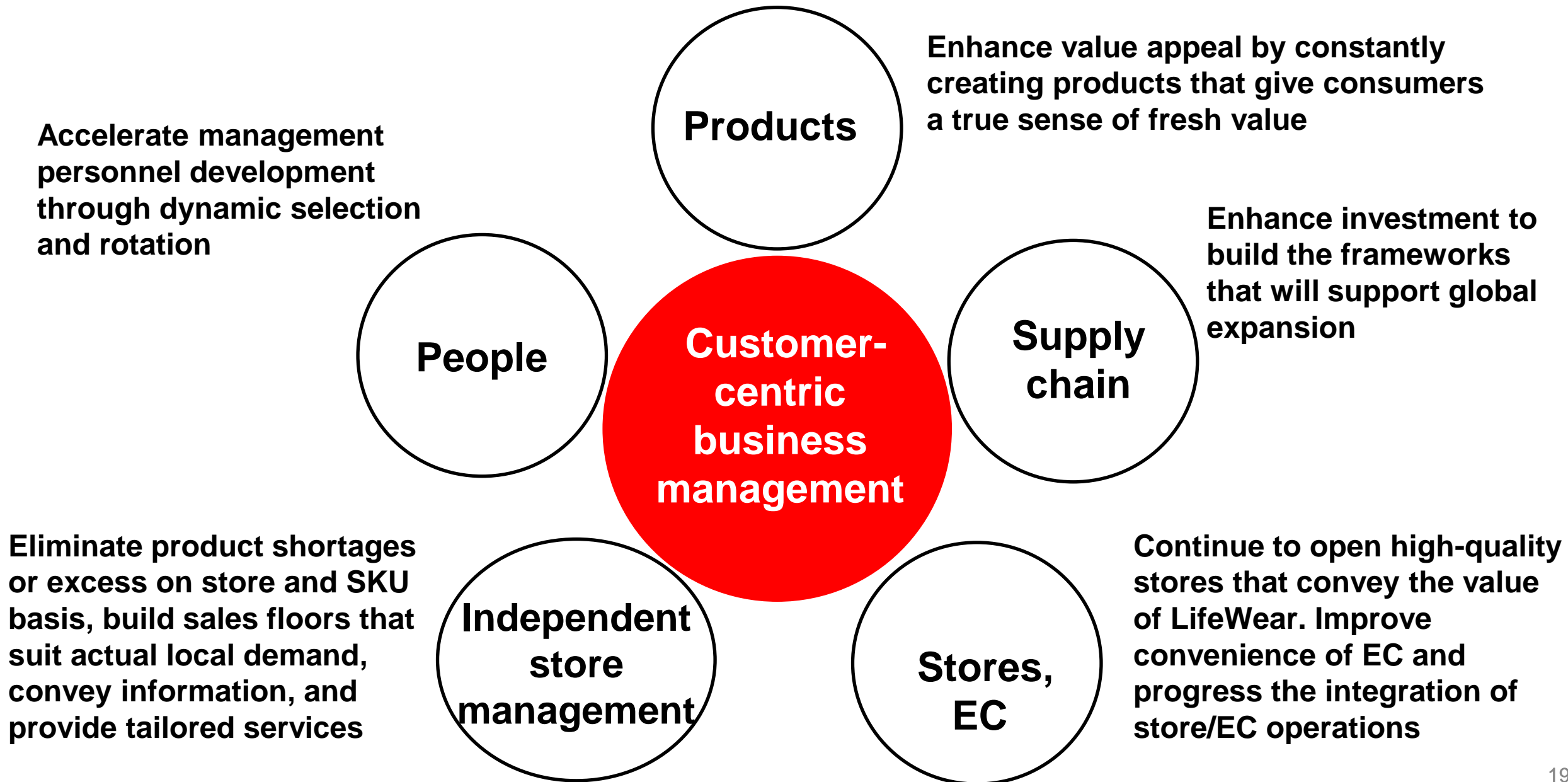
Jason Sabatino  
Executive Officer,  
Manager of UNIQLO Global IMD



Serena Peck  
Executive Officer,  
Co-COO, Theory Global



# Meet the needs of our customers and generate new ones



**Become our customers'  
best-loved company!**